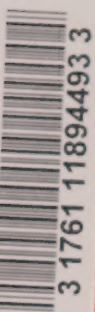


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MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

LOCAL GOVERNMENT MANAGEMENT PROJECT

The Local Government Management Project (LGMP), a four-year co-operative project designed to explore methods of improving management in local government in Ontario, has not been completed. The Project was sponsored jointly by the Province of Ontario and four Ontario municipalities -- the Cities of London, Ottawa, and St. Catharines and the Regional Municipality of Niagara.

A team from Queen's University designed, implemented, documented and evaluated the Project, assisted by staff from each of the municipalities. The Project was co-ordinated by the Province.

The setting of goals and objectives was introduced as an initial intervention technique and subsequent efforts at management improvement were developed in response to problems as they were identified during the progress of the Project.

As the Project municipalities differed from each other in population, size, and political and administrative structure, some aspects of the LGMP experience may not be applicable to municipalities generally in Ontario. Many of the things learned, however, appear to be general enough to apply to most municipal managers -- chief administrative officers, municipal clerks, treasurers, heads of technical departments, and so on. It was discovered, for instance, that goals and objectives can be used in many distinct ways in management, depending upon the individual manager's style, functional area, and the type of problems to be resolved.

The Project resulted in the production of 12 publications. A brief description of each of the publications is set out on the following pages. An order form is also included for the convenience of anyone wishing to purchase the publications.

The Local Government Management Project presented an exciting challenge to those involved in it. A great deal was learned about the operation of Ontario municipalities and how organizational and administrative change takes place. The knowledge that has been gained from the experience should provide valuable assistance to students of local government and to councillors and administrators, consultants, and others who are concerned with improving the efficiency and effectiveness of local government.

JUNE 1981







## LGMP PUBLICATIONS

**PROJECT OVERVIEW STATEMENT.** December 1974,  
Reprinted June 1975, 21 pp.

**Price \$1.00**

Describes the Project in overview fashion. It contains a statement of the goal and objectives of the project, a description of the goal-and-objective-setting process, and the documentation and evaluation processes to be used in the study.

### **SERIES "A" PUBLICATIONS: PROJECT DOCUMENTATION AND EVALUATION**

This series of papers describes the experiences of the four Project municipalities, analyses the experiences, and indicates their possible relevance to other municipalities. This series also includes papers outlining the design of the evaluation process, as well as periodic reports on the evaluation of the Project.

1. **The LGMP Experience: Phase I: Assessing Readiness  
for Organizational Change in Local Government.**  
January 1977, 69 pp.

**Price \$2.00**

This paper traces the Project from its inception in 1972 through various approval stages ending with the approval of the Project by each of the four participating municipalities.

2. **The LGMP Experience: Phase II: The Implementation  
of Organizational Change in Local Government.** May  
1978, 95 pp.

**Price \$4.50**

This paper traces the Project through its early implementation stages, ending at the termination of the second full year of funding.

3. **The LGMP Experience: Phase III: An Overview of An  
Experiment in Organizational Change in Local Govern-  
ment.** August 1978, 87 pp.

**Price \$3.50**

This publication includes an overall perspective on the LGMP and an evaluation of the total experience. It contains an analysis of the complete project and a section on the broad implications of similar major programs of organizational change for other local government organizations.





4. **The LGMP Experience: Guidelines for Organizational Change in Local Government.** April 1977, 173 pp. **Price \$4.50**

As requirements for management improvement were identified, the Project Team attempted to meet training needs and developed working papers explaining the procedures they had used. These working papers, which have been edited and included in one publication, provide a framework or guide for various aspects of organizational change in local government.

#### **SERIES "B" PUBLICATIONS: TECHNICAL PAPERS**

This series of papers presents reasonably concise descriptions of broad areas of municipal management and administration as they relate to various aspects of the Project. The papers describe the state of practice and experimentation of the various areas and have been written primarily for councillors and local-government officials.

1. **Corporate Management: Its Role in Local Government.** June 1978, 47 pp. **Price \$3.00**

This paper defines the process of corporate management in local government and includes a discussion of a method of approaching a more effective corporate operation.

2. **Improving Management Performance: The Contribution of Productivity and Performance Measurement.** November 1977, 143 pp. **Price \$5.00**

This publication provides an overview of the field of performance measurement, including examples of output measures, fiscal measures, process measures, and methods of program evaluation. Annotated Bibliography.

3. **Management Improvement: A Manager's Guide to the Theory and Process of Individual and Organizational Change.** June 1978, 53 pp. **Price \$3.00**

Describes frameworks for individual and organizational change that seem to be supported by the LGMP experience.





4. **Improving Management Performance: The Role of Management Information.** May 1978, 57 pp. **Price \$3.00**

Discusses the relationship between information and effective management, with particular emphasis upon techniques that individual managers can use to improve their own use of information.

#### **SERIES "C" PUBLICATIONS: CASE STUDIES**

This series describes various municipal experiences with programs related to the goal-and-objective-setting process. The case studies are suitable for instructional purposes to focus discussion on the broad areas which the cases represent.

1. **Goals for Dallas "A".** May 1975, 41 pp. **Price \$2.00**

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print

The Dallas, Texas, experience with broad goal setting, involving extensive public participation. The "A" case reviews the program from its inception in 1965 to 1972.

2. **Goals for Dallas "B".** May 1975, 21 pp. **Price \$2.00**

out  
of  
print

The Dallas, Texas, experience with broad goal setting, involving extensive public participation. The "B" case examines the program from 1972 to 1974.

#### **SERIES "D" PUBLICATIONS: PERIODIC PAPERS**

Describes various aspects of the Project considered to be of interest to municipalities contemplating the introduction of a system of goals and objectives.

1. **Developments in the Management of Local Government — A Review and Annotated Bibliography.** December 1975, 77 pp. **Price \$2.00**

This paper was prepared to provide local-government managers and elected representatives with a description of current developments in the field of local government. It describes ten areas of development in the management of local government and supplies annotated bibliographies of books, articles, and reports dealing with these areas.



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